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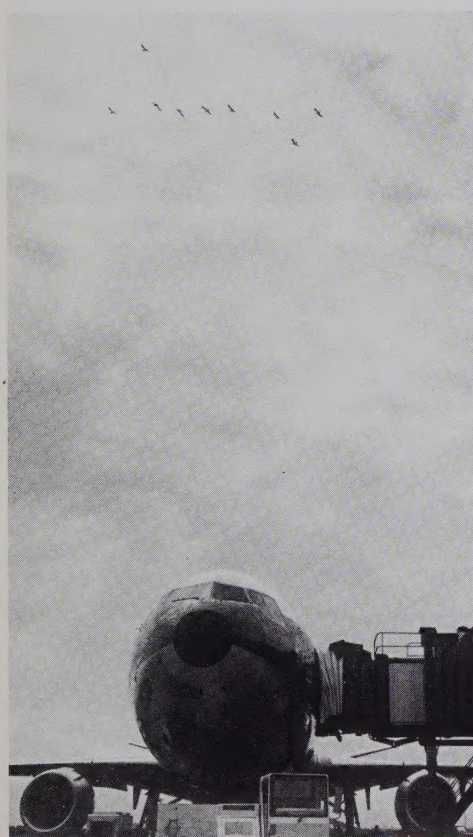
The Port of Oakland . . .
Sixty Years: A Chronicle of Progress

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Port of Oakland

60
YEARS

A Chronicle of Progress

Compiled on the Occasion of the
60th Anniversary
of the
Oakland Board of Port Commissioners

The year 1987 marks the 60th anniversary of the establishment of the Oakland Board of Port Commissioners.

Under the guidance of this independent policy-setting panel — its seven members nominated by the mayor and appointed by the city

council — Oakland's municipally owned waterfront has become the leading gateway for import and export trade goods flowing through the nation's fifth largest metropolitan region.

Oakland International Airport, created by the Port Commission as one of its earliest official acts, today serves the 6 million residents of the San Francisco Bay Area as a major commercial air travel, corporate aviation, and air cargo center.

Nineteen miles of shoreline properties owned and managed by the Port of Oakland are among Northern California's most vital hubs of office, research and development, distribution, retail sales, hospitality and entertainment activity.

Paying its own way and growing through revenues earned, the Port of Oakland has contributed significantly to the region's prosperity. One of four jobs in Oakland is generated directly or indirectly by Port operations — which pump almost \$5 billion annually into the Bay Area economy in sales, wages and local taxes.

Geography lies at the heart of Oakland's history. Located on the mainland shore of one of the world's greatest natural harbors, the city and its people have, from the beginning, found their destiny tied to the waterfront.

The original inhabitants, the Ohlone Indians, left massive shellmounds to attest to the bounty they enjoyed from the Bay. Spanish explorers scouting mission sites first sighted the Golden Gate from the Oakland hills. Cattle hides



View of Oakland in 1853



Drawing of Central Pacific's Oakland wharf in the 1870's



18th century German illustration depicts an Ohlone dance.



Bird's eye view of Oakland, 1893



Horace Carpentier

from the ranchos of the East Bay were loaded aboard New England sailing ships at Oakland's Embarcadero de Temescal, the boat-landing of Don Antonio Maria Peralta's vast Rancho San Antonio.

When fantasies of easy gold drew a rush of Yankee opportunists to California in 1849, many soon found the lush oak groves on the Bay's contra costa more alluring than the hard-scrabble mines of reality. They saw Oakland's future clearly, and fought with writs and guns to claim a piece.

As his first order of business, Horace Carpentier, the wily lawyer who founded the town in 1852, built a dock at the foot of Broadway. In exchange, he sought and received a private deed to the entire waterfront. In 1868, Carpentier profited enormously when the transcontinental railroad ended its 3,000-mile westward journey at the ferry slips of the Oakland Long Wharf.

As the bustling mainland terminus of the railroad, the city benefited tremendously too. But the battle to wrest control of the municipal shoreline from private interests kept Oaklanders busy in courtrooms — and often in the streets — until well into the 20th century.

Indeed, it was only with the seating of the Oakland Board of Port Commissioners in 1927 that the groundwork was finally laid for orderly development of the great port Oakland's founders had always envisioned.

Remarkable progress has been recorded at the Port of Oakland in the 60 years since. More will occur in the decades to come. The people of Oakland have never lacked for imagination, nor for the will and ingenuity to achieve their dreams.

This chronicle attests to those virtues.

The First Decade

1927

January 20. Five unpaid members of a new city board charged with overseeing the municipal waterfront are appointed by the city council in accordance with a charter amendment passed overwhelmingly by voters the previous month.

“The Men for the Big Job,” as the Oakland Tribune characterizes them, are department store owner H.C. Capwell, tobacconist Ben Pendleton, pharmacist Robert Leet, attorney Roscoe Jones and former Governor of California (now East Bay Utilities District chairman) Dr. George Pardee.

Mayor John L. Davie, a scrappy ex-cowboy and ferryboat operator, avoids the session. A vocal opponent of the charter amendment, he has maintained that Oakland’s municipal wharves will never pay for themselves. In competition with the second busiest port in the nation — the state-owned Port of San Francisco — Oakland ought to groom its waterfront for factories and warehouses, he suggests.

City Commissioner of Public Works Leroy Goodrich sees things differently. The author of a bond issue that two years earlier raised \$9.96 million for construction of three new municipal marine terminals, Goodrich believes autonomy is the necessary ingredient for Oakland’s port growth.

“It cannot be managed efficiently if every important decision is to be sifted through a political body such

as the city council,” he has insisted. Moreover, port earnings must be kept separate from the city’s taxpayer-supported general fund, Goodrich believes. That is essential so that “if the harbor became a paying business and showed a substantial profit,” he explains, “we could... put the money back into the business with no fear of having it juggled or taken away by politicians blind to the case.”

Voters agree with Goodrich. Next day, the U.S. Senate grants \$1.4

million to Oakland to dredge 30-foot channels in the Outer Harbor and estuary, plus \$100,000 annually to maintain them.

February 5. The Oakland City Council expands the Board of Port Commissioners’ authority to include operation of an airport within the port area. A 10 percent down payment of \$62,450 from city harbor improvement funds has been made the previous month for the purchase of 692 acres on Bay Farm Island, south of Alameda.

Pendleton

Leet

Capwell

Pardee

Jones



Already lauded by the U.S. Army Air Corps as “the best location for a municipal airport in the United States,” Bay Farm Island is also favored by the city of San Francisco for its own aviation facility. The new Dumbarton Bridge would make automobile access easy, the San Francisco Chronicle quotes expert witnesses, and “in time, they said, it was probable that a landing place would be constructed on the Ferry Building and other buildings in the city. From these landings, planes could fly to the airport.”

Alarmed at this futuristic vision, and having already fended off two attempts at outright annexation by San Francisco (in 1888 and 1912), Oakland officials act quickly to preserve East Bay aviation autonomy.

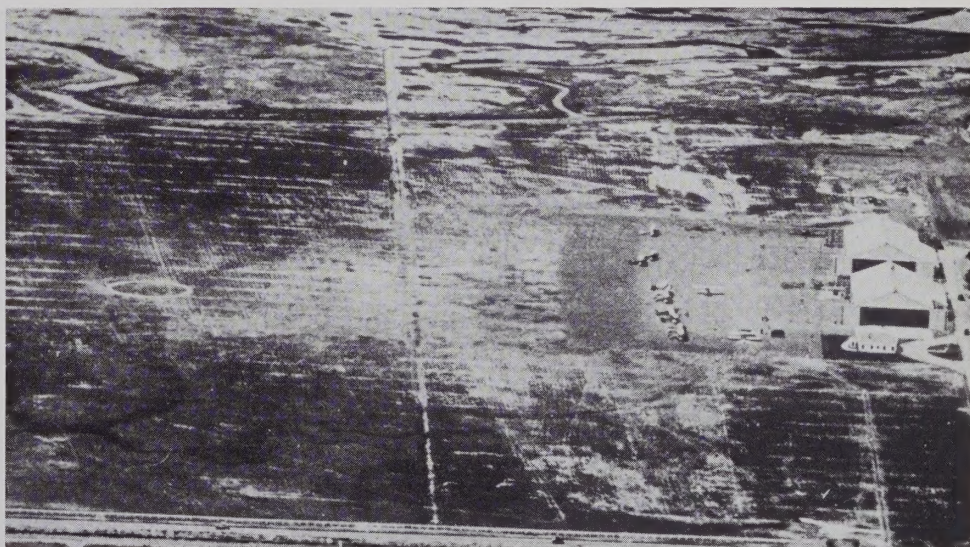
June 3. Only four days after Army Reserve Col. Charles A. Lindbergh has electrified the world by successfully piloting his monoplane “Spirit of St. Louis” single-handedly across the Atlantic from New York to Paris, Assistant U.S. Secretary of War Truby Davis appears before the Oakland Board of Port Commissioners. The Army intends to mirror the feat in the Pacific, he announces. The 2,400-mile flight from the mainland to Hawaii has never before been attempted, but Oakland has been selected as the ideal takeoff point.

Small problem: as yet, there is no runway on Bay Farm Island. Davis asks if one could be graded by the end of the month. Port Commissioners confidently nod yes.

June 28. Lt. Lester Maitland and Lt. Albert Hegenberger take off in a Fokker C-2 bomber from Oakland



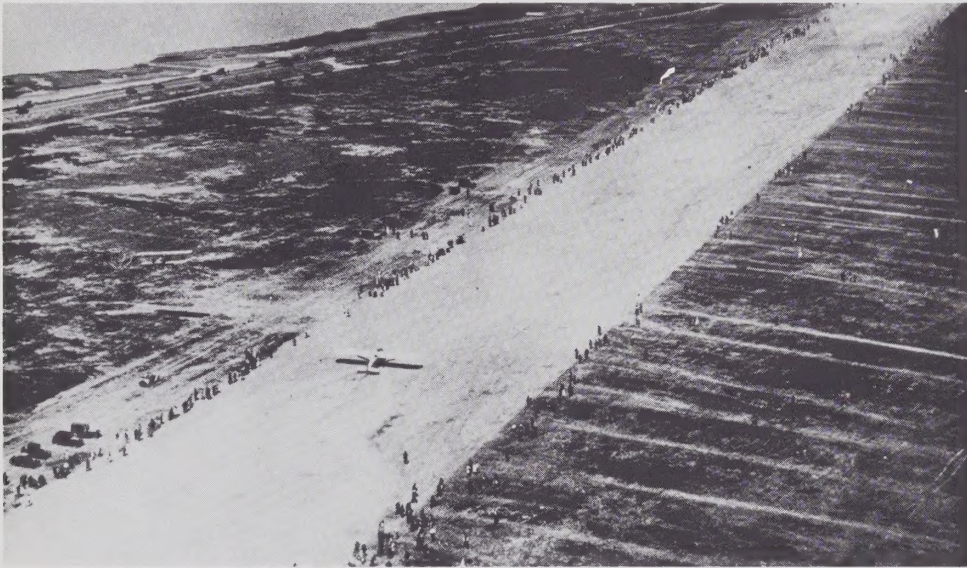
The Bird of Paradise



Oakland Municipal Airport, 1927



Crowds thronged Broadway parade route as Maitland and Hegenburger returned to Oakland, June 1927.



"City of Oakland" pilot Ernie Smith, center, confers with pilot Jack Frost, second from left, on eve of the Dole Race. Frost and navigator Gordon Scott, second from right, were lost at sea.

Municipal Airport bound for Hawaii. The airport's 7,020-foot runway — the longest in the world for its day — has been carved across the windblown site in only 23 days by Port of Oakland crews working around the clock.

Twenty-five hours and 49 minutes later, pilot Maitland and navigator Hegenburger (both will retire as Air Force generals after holding important commands during World War II) set their "Bird of Paradise" safely down at Oahu's Wheeler Field. "The Pacific has been Lindberghed!," an International News Service bulletin trumpets.

July 15. Ernie Smith shinnies down out of a breadfruit tree on Molokai and calls to the sugar cane cutters gaping at him, "Hi, we just flew in from California. Anybody got a cigarette?"

Although his "City of Oakland" has run out of fuel and pancaked into the treetop, Smith and navigator Emory Bronte are the first civilians to fly the Pacific. They also boast a new speed record to Hawaii from Oakland Municipal Airport — where, one day, one hour and 37 minutes earlier, their departure was cheered by 10,000 spectators.

August 16. Nine planes and thousands of sightseers gather again at Oakland Municipal Airport for the start of a widely publicized air race to Hawaii sponsored by pineapple magnate James Dole. Three pilots have already been killed in crashes en route. Two planes crack up ignominiously as they taxi down the runway. Three more vanish at

Hollywood stunt pilot Art Goebel and Navy Lt. William Davis, his navigator, win the \$25,000 first prize. Martin Jensen and Paul Schluter collect \$10,000 as the only other entrants to finish.

September 17. Col. Charles A. Lindbergh buzzes downtown Oakland in the “Spirit of St. Louis” and lands at Oakland Municipal Airport to preside over its official dedication.

“You have here one of the finest airports I have seen,” the national hero asserts. “Oakland is setting an example to the cities of the country.”

December 15. Boeing Air Transport, a forerunner of United Air Lines, inaugurates U.S. transcontinental passenger and airmail service when a flight from New York lands at Oakland. West Coast passenger/airmail service, between Oakland and Southern California, will start the following February 1.

On the waterfront, municipal wharves have recorded a \$21,000 deficit for the year. But over the previous 24 months, harbor operations have cost city taxpayers some \$600,000. This will be the last year in history that the Port of Oakland — under the new Board of Port Commissioners — will fail to meet expenses out of its own revenues.

1928

May 31. Australian World War I ace Sir Charles Kingsford-Smith departs Oakland Municipal Airport with a crew of three bound for Australia by way of Hawaii and the



Art Goebel

Fiji Islands. His tri-motored “Southern Cross” lands in Brisbane, Queensland, 7,300 miles and seven days later — the first flight between the two continents.

October 27. The Posey Tube is dedicated, linking Oakland and Alameda via a 4,436.5-foot-long, 37-foot-wide tunnel sunk 35 feet beneath the estuary at Webster Street. Opening of the tube to auto traffic permits removal of the Harrison Street drawbridge that has hampered access to Oakland’s Inner Harbor since 1896.

1929

February 2. President Calvin Coolidge assigns ownership of the Revenue Marine Service cutter Bear to the city of Oakland. For 41 years, the three-masted vessel has sailed from its estuary base each summer to patrol Alaskan waters during the pioneering settlement of the territory.

Originally built to withstand Arctic ice during seal-hunting expeditions, Bear gained fame in 1883 by rescuing survivors of the lost



Airport superintendent Gary Turner, left and Col. Lindbergh.

Greely expedition to the North Pole. The beloved vessel is rechristened Bear of Oakland and moored on public display as a maritime museum.

May. Crewmen clamber into the toptrees of the Star of Holland and set sail for Alaska — the last windjammer run from the Oakland Estuary by the Alameda-based Alaska Packers fleet.

Since 1893, 19 four-masted square-riggers owned by the canning association have made the annual voyage to the northern salmon fishery carrying as many as 6,000 men. The wooden Star vessels — America’s last commercial sailing ships — have now become too expensive to maintain, however.



Curved wharf, piers gave "Key Route" its name



Sir Charles Kingsford-Smith



G. B. Hegardt

They will be replaced by steamers. The *Star of Alaska* will ultimately become a San Francisco tourist attraction under her first name, the *Balclutha*.

1930

February. Port manager and chief harbor engineer G.B. Hegardt reports that construction has been completed on the new \$2.6 million Grove Street Terminal, the \$1.5 million Outer Harbor Terminal and Oakland Municipal Airport, whose passenger terminal is now adjoined by the nation's first airport inn. Work on the 1,700-foot double pier and transit shed at Ninth Avenue — a \$3.8 million project — is also well underway.

July 4. Sir Charles Kingsford-Smith wings into Oakland Municipal Airport from the east, becoming the first man to have circumnavigated the globe in an airplane. The flight, accomplished in stages and delayed by a crash in a Southeast Asian jungle during which Kingsford-Smith subsisted on snails for 12 days, also makes him the first pilot to have flown the Atlantic westbound.

1931

June 6 Amelia Earhart, the nation's most celebrated "aviatrix," guides an autogiro into Oakland Municipal Airport. Hers is the first transcontinental flight of the hybrid airplane/helicopter.

October. The Oakland Board of Port Commissioners relocates the port's administrative offices from 12th and Broadway to the Grove Street Terminal, "one of the most modern structures of its kind on the coast."

October 27. Francis Marion Smith dies. Already possessing a \$30 million fortune from production and sales of an industrial chemical he popularized as a household cleanser — its strength symbolized in his advertising by the twenty-mule teams used to haul it from his Death Valley mines — "Borax" Smith settled in Oakland in 1891. He began buying streetcar lines, then built a 3 1/4-mile trestle to carry them from the foot of Yerba Buena Avenue across the shallows of the western waterfront to a deepwater ferry terminal paralleling the Oakland Long Wharf.

With his own fleet of ferries (dishing out secret-recipe hash and apple pie for breakfast, and charging fares so low it took 12 years for the service to break even), Smith entered into competition with the Southern Pacific Railroad for the huge transbay commuter trade. He called his system the Key Route.

Oddly, its profitability was never a key concern. The function of the ferry-streetcar network was simply to make accessible to potential homeowners the thousands of acres of East Bay property Smith and his associates had bought. As Oakland's suburbs filled, he planned to pyramid his profits by acquiring water, light and power companies to serve the new residents. Unfortunately, Smith's strategic

genius outstripped his financial abilities. In 1913, the ambitious tapestry began to unravel. Now, at his death, he is a pauper. The Key System, however, will continue to provide efficient interurban transit throughout the East Bay until creation of the Alameda-Contra Costa Transit District in 1960.

1932

March. United Air Lines carries 354 passengers on Oakland-New York, Oakland-Seattle and Oakland-San Diego flights. The U.S. Commerce Department has given Oakland Municipal Airport the code designator "OK." The letters are flashed in Morse code (— · ·) by a green airport beacon.

May. G.B. Hegardt retires as Port Manager. He is succeeded by Arthur H. Abel, who has served as his assistant since 1926, when both were recruited to Oakland from identical positions in Portland, Oregon.

May. Admiral Richard E. Byrd purchases the Bear of Oakland from the city for \$1,000. Between now and 1941, the doughty vessel will serve the famous polar explorer as a support and research ship charting the Ross Sea and its ice shelf during three arduous antarctic expeditions. During World War II, Bear of Oakland will return to duty as a U.S. Coast Guard cutter on Greenland Patrol.

March. TWA begins service from Oakland Municipal Airport where, according to the port's Compass magazine, "18 times each day, the

siren atop hangar #1... sounds out the signal to other planes that a huge, multi-motored transport ship is about to land or take off."

July 9. Thousands gather at the base of "Borax" Smith's old Key Route mole to watch a dynamite blast — triggered telegraphically from the White House by President Franklin D. Roosevelt — break ground for the \$75 million Oakland-San Francisco Bay Bridge.

September. The Oakland Board of Port Commissioners voluntarily adopts the industrial fair practice codes of the National Recovery Administration "to show that the Port of Oakland is standing squarely behind our President in his war against Depression."

December. The Port Commission buys the 60-acre Parr Terminal in the Outer Harbor for \$138,750, gaining exclusive municipal control of the western waterfront.

1934

August. The U.S. Shipping Board rules that a Pacific Westbound Conference ban against the loading of cargoes of less than 500 tons in Oakland is unfair and discriminatory. The decision gives the Port of Oakland parity for the first time with the rival Port of San Francisco.

December. Despite a crippling strike by longshoremen against all West Coast ports, cargo volume in Oakland declines only 7 percent. Between 1928 and 1933, Port of

Oakland tonnage has more than doubled. Maritime business will rebound sharply in 1935, too — up a startling 62 percent thanks in large measure to shipments of concrete, steel and cable for the Bay Bridge project.

1935

January 12. Amelia Earhart returns to Oakland Municipal Airport after an 18-hour, 15-minute flight from Honolulu — the first trans-Pacific solo. Earhart's own voice is heard over the radiotelephone (its aviation debut) by listeners to 115 stations throughout North America. OK's runway is lined by 15,000 greeters.

1936

May. A Boeing 247 successfully tests the nation's first practicable "blind" landing system at Oakland Municipal Airport.

September. The U.S. Navy announces plans to construct a \$12 million Naval Supply Depot on Oakland's western waterfront to support the ships of its Pacific



Earhart's Lockheed

Fleet. The Navy requests 390 acres from the Port of Oakland for the facility. City voters approve the transfer at that year's general election.

November 12. The San Francisco-

Oakland Bay Bridge opens to traffic. A reported 46,120 vehicles cross the first day, paying \$31,231.75 in tolls. Since the toll is 65 cents, the arithmetic does not work out. (Passage to South America from Oakland aboard a

McCormick Lines passenger vessel, incidentally, costs \$3.50 a day.)

The Second Decade

1937

May 20. Amelia Earhart and navigator Fred Noonan take off from Oakland Municipal Airport in a specially equipped Lockheed Electra "Flying Laboratory." Their goal is to study "scientific aspects" of flight during an around-the-world journey.

June. United Air Lines introduces Douglas DC-3s in its Oakland-New York service. The new "Mainliners" feature a swivel-chaired "Skylounge," carry 14 passengers and make the trip in 15 1/3 hours with stops in Salt Lake City, Cheyenne and Chicago.

TWA counters with "Skysleeper" service from Oakland to Chicago and New York.

July 1. Earhart and Noonan take off from Lae, New Guinea, home-ward-bound towards Oakland via Howland Island and Honolulu. A Coast Guard cutter stationed near the remote South Pacific waypost loses radio contact with Earhart after a last desperate message: "Can't make landfall. Have only 30 minutes' gas left."

A massive air-sea search is mounted. Faint SOS calls and cryptic position coordinates are heard, but no trace of Earhart,



United DC-3 "Mainliner"



A final farewell

Noonan or their plane is found. The mysterious fate of the winsome flier whose adventures captured a nation's imagination will feed decades of speculation, but will never be fully explained.

1939

January 15. "As the Alameda's bow neared her Oakland slip, an electric train was being made up at its East Bay terminus, preparing to inaugurate regularly scheduled service across the Bay Bridge at 4:48 a.m."

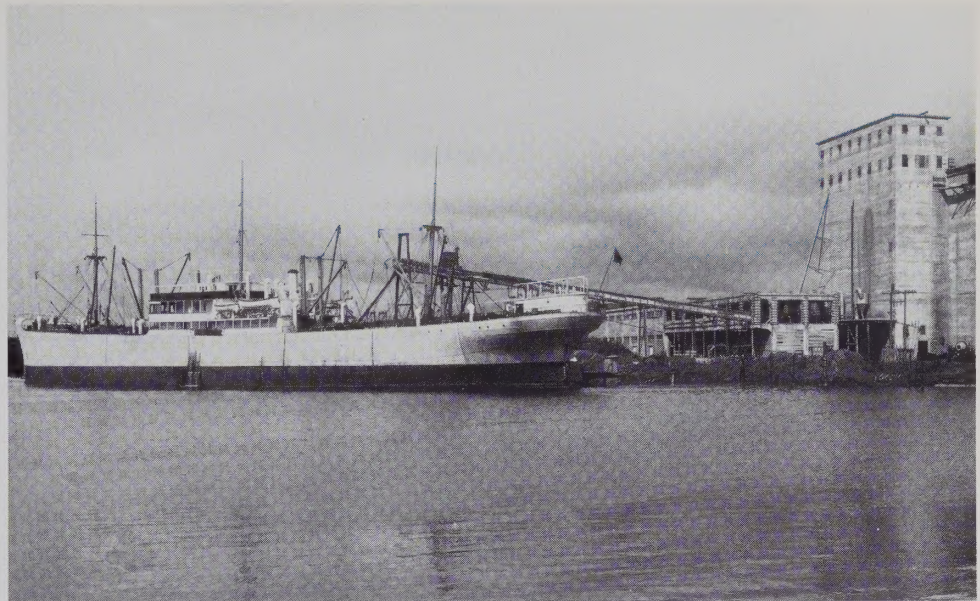
Thus the San Francisco Examiner recorded the end of 88 years of waterborne trans-Bay commuting aboard Key Route and Southern Pacific ferries and the beginning of train service across the Bay Bridge.

February. The Pageant of the Pacific opens at the Golden Gate International Exposition on Treasure Island. The man-made island has been diked and filled during construction of the Bay Bridge, whose completion along with the Golden Gate Bridge is the object of the celebration.

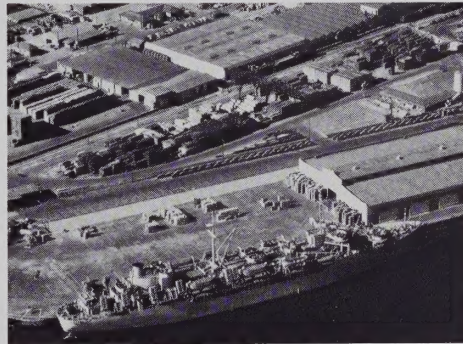
1940

August. The Oakland Board of Port Commissioners buys 302 acres adjoining Oakland Municipal Airport for \$15,000, expanding the facility to 1,200 acres.

September. Albers Brothers Milling Company erects a landmark 500,000-bushel grain elevator on



Albers Bros. grain elevator



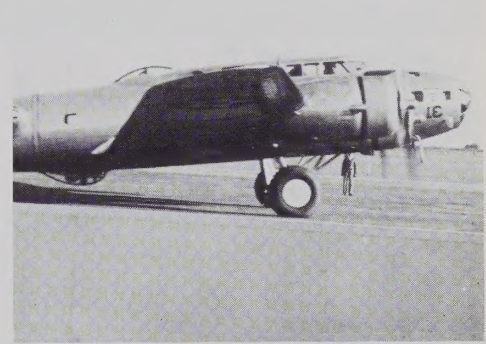
Ninth Avenue Terminal in wartime

Seventh Street, near the Southern Pacific Mole.

1941

January. The U.S. War Department abruptly serves condemnation papers on the Port of Oakland for 74 acres of western waterfront including a large part of the Outer Harbor Terminal. The property is required for an Army Quartermaster's Corps (Supply) Depot.

June. United Air Lines' Oakland-New York route boasts the heaviest ton-per-mile traffic volume in the world. The U.S. Commerce Department rates Oakland Municipal Airport with Berlin's Tempelhof and Paris' Le Bourget as leaders in safety.



B-17 bomber

December 8. The day after the Japanese attack on Pearl Harbor, Oakland Army Base is commissioned. One week later, commissioning ceremonies are held for Oakland Naval Supply Depot.

1943

May. Ninth Avenue Terminal is taken over by the Pacific Naval Air Bases Command and the Livingston Street pier by the War Shipping Administration. Some 10 million tons of war materiel will have been shipped over 16 berths leased from the Port of Oakland before this year's completion of the \$35 million Oakland Army Base. The Army also agrees to pay



A training formation



An F4U Corsair

\$25,000 yearly for maintenance of Oakland Municipal Airport, now the marshalling point for all planes bound to U.S. forces in the Pacific. Oakland's commercial flights have been diverted to San Francisco for the duration.

Despite the loss of revenues — estimated to amount ultimately to \$2.6 million — the Oakland Board of Port Commissioners dips into capital reserves to purchase \$500,000-worth of War Bonds.

1945

A new 6,200-foot east-west runway paralleling the original runway is



A westerly view of the Airport, September, 1945

constructed at Oakland Municipal Airport.

1946

September 3. Western Airlines begins scheduled service between Oakland Municipal Airport and Los Angeles. Southwest and Pacific airlines announce plans to inaugurate Oakland flights.

The old Oakland Airport Inn is converted to offices for a bevy of

non-scheduled air freight and passenger lines operated by ex-servicemen flying war surplus planes. Passenger traffic at Oakland Municipal Airport is up 83 percent over the previous year, with 58 daily scheduled flights. Nevertheless, the Port launches a "Fly Oakland" campaign "to discourage the wartime practice by airlines of transporting metropolitan Oakland passengers to San Francisco Municipal Airport for flights originating there."

The Third Decade

1947

December. Oakland Municipal Airport is returned to Port control by the War Assets Administration. American Airlines begins flights from Oakland, but the Board of Port Commissioners files a complaint with the Civil Aeronautics Board over continuing lack of East Bay service by the airlines. Still, Oakland Municipal Airport ranks fourth in the nation in total revenues, and is one of the few to show a profit.

The U.S. Army returns the Outer Harbor Terminal to the Port in exchange for 122 acres of tidelands for eventual expansion of Oakland Army Base.

1948

December. A giant neon sign proclaiming “Port of Oakland” is erected over the Outer Harbor Terminal. The year has also seen the opening of the “Bow and Bell” restaurant at the foot of Broadway, the start of dredging near San Leandro Bay to recover 200 acres of industrial land north of Oakland Municipal Airport and the purchase by the Port of the fireboat U.S.S. Hoga (YTB-146).

To be crewed by city firefighters at Port of Oakland expense, the 100-foot vessel — rechristened City of Oakland — will battle waterfront blazes on both sides of San Francisco Bay as it did heroically at Pearl Harbor on December 7, 1941



Outer Harbor, 1948

1949

July 22. A new “high-speed, six-lane artery,” the Eastshore Freeway — the city’s first — opens to traffic from Oak Street to 23rd Avenue. It will later be renamed in honor of Admiral Chester W. Nimitz, commander of the Pacific Fleet during World War II.

1950

June 25. North Korean forces invade South Korea. The U.S. Army leases the Outer Harbor Terminal after President Harry S. Truman commits American forces. Three months later, the facilities are returned to the Port’s operation for military cargo-handling on a contract basis. Oakland Army



The City of Oakland

Base, meanwhile, has become the busiest maritime facility on the Pacific Coast.

September. Despite fears of Communist espionage, the Oakland Board of Port Commissioners shelves a controversial plan to require Port employees to take a loyalty oath.

The first Japanese vessel to call at Oakland since 1940 docks in the Inner Harbor. Pacific Transport Lines inaugurates the first direct cargo service from Oakland to Hawaii.

1951

May 1. Jack London Square is officially dedicated. The 12-block stretch of estuary waterfront is rich in Oakland history.

Here Captain Thomas Gray, grandfather of famous Oakland dancer Isadora Duncan, began the first ferry service to San Francisco in 1850. Here founder Carpentier built the town's first dock. Here a teenaged Jack London kept his little sloop *Razzle Dazzle* between raids on the Bay's commercial oyster beds, and here, from saloon-owner J.M. Heinold, he was able to borrow the entrance fee to attend classes at the University of California. Later, as a successful writer, London continued to refresh himself at Heinold's First And Last Chance Saloon (so-called because Alameda, at the other end of the Webster Street Bridge, was "dry") while his yacht *Snark* was being built nearby.

Here entrepreneur John L. Davie,



Jack London's waterfront, 1949



backed by young London and the "oyster pirates," skirmished with the Southern Pacific Railroad, which claimed exclusive ownership of Oakland's waterfront as part of its deal with Carpentier. (When the railroad refused to open the Webster Street drawbridge for Davie's

"nickel ferry" Rosalie, he threw a hawser around the swinging section, backed the boat at full power and simply ripped the bridge apart.) Here staid Port Commissioner George Pardee, then mayor of Oakland, personally kicked down a fence the Southern Pacific

erected across Broadway at Embarcadero in 1893. Finally, in 1906, the California Supreme Court settled the protracted waterfront land dispute in the city's favor.

But for all its colorful past, the area has now become a civic eyesore, a scruffy collection of lumber yards, a small boat repair facility, dilapidated wharves, dusty open lots and a hulking warehouse. The tumble-down First And Last Chance Saloon still stands, as does the Grotto restaurant.

The Grotto opened in 1936 as the Fisherman's Pier, and Port Commissioners decide that the area can be redeveloped as a dining and tourist attraction for Oakland like San Francisco's Fisherman's Wharf. Because the associations are so strong, the project is named for Oakland's most famous literary figure, a man who embodied the city's vigorous character and celebrated it in his books.

1952

June 30. Arthur H. Abel retires as executive director of the Port of Oakland. He is succeeded by Dudley W. Frost, president of the Oakland Board of Port Commissioners, a former U.S. Army Transportation Corps officer and a nationally recognized consultant on urban parking issues as manager of Oakland's Downtown Merchants' Association.

August. Chartered flights carrying soldiers to and from the Korean War boost traffic at Oakland Municipal Airport to a one-month high of 51,316 passengers. The record will stand for 11 years.

1953

April 21. A \$10 million general obligation bond issue for major expansion of Oakland Municipal Airport to accommodate jet aircraft is approved by Oakland voters.

1956

February. The Oakland Board of Port Commissioners delegates operation of municipal marine terminals to private firms. Lease agreements are signed under which the Port will collect a minimum rent and a share of all income

earned at the facilities above the minimum.

Howard Terminal Company, which has maintained its own docks on the estuary since 1900, will handle cargo at the Port of Oakland's adjoining Grove Street and Market Street piers. Encinal Terminals of Alameda will operate the Port's Ninth Street facility, and later the 14th Street Unit in the Outer Harbor.

Under this arrangement, Port marine terminal earnings rise 350 percent the first year.



Western Pacific railroad debuted its "piggyback" trailer service in 1956.

The Fourth Decade

1957

February 21. Under provisions of a charter amendment passed in 1953, the Oakland Board of Port Commissioners authorizes the sale of \$3.4 million in revenue bonds.

To be repaid out of the Port's own earnings, with no obligation incurred by city taxpayers, the Series A bonds will finance an accelerated capital development program including acquisition and reclamation of 1,000 acres of marshlands between the airport and the Eastshore Freeway. A study by the Stanford Research Institute has recommended that the land — 644 acres of which had been on the city's delinquent tax rolls for up to 18 years — be bought and developed by the Port as an industrial park.

1958

January. Plans are unveiled for a \$1.1 million remodeling of the former Haslett warehouse building, acquired by the Port as part of its Jack London Square project. The building's third floor will house new Port administrative offices.

March 2. Oakland's first television station, KTVU, channel 2, begins broadcasting from a downtown theater while the Port builds a new studio at the foot of Washington Street, in Jack London Square. Steel beams are provided by demolition of a nearby pier.

1960

February 11. Chase Manhattan

Bank buys the city's \$10 million general obligation airport development bond issue, which will carry an interest rate of 3.4 percent. The Port also sells \$1.6 million in revenue bonds to finance Port expansion.

Having dredged more than 50 million cubic yards of sand to deposit behind a 4.5-mile dike, the Port begins construction of a 10,000-foot jet runway to the south of Oakland Municipal Airport's existing facilities. The new 600-acre complex will boast a cantilevered jet hangar, a separate air cargo building and a new passenger terminal topped by an 11-story control tower.

1961

May 7. The Oakland Board of Port Commissioners files a formal

complaint with the Civil Aeronautics Board against the eight airlines holding authority to serve the Bay Area. They have accorded Oakland "inadequate and unjustly discriminatory service," the Port Commission charges, noting that scheduled departures at Oakland Municipal Airport have fallen by 56 percent since 1955 — leaving Oakland with less than 4 percent of all Bay Area air passenger traffic.

This lawsuit, which Oakland eventually won, later constituted the legal basis for airline deregulation.



New 10,000 foot jet runway, left.

September Series C revenue bonds in the amount of \$3 million are sold by the Oakland Board of Port Commissioners. The year will see completion of the West's first deepwater chemical terminal at the Port's Seventh Street unit, construction of a convention hall in Jack London Square, the start of an 89-berth marina there — to be expanded when work is finished on the second bore of the Alameda Tube, now underway — and the opening of the first hotel at the Port of Oakland Industrial Park, the 175-room Edgewater Inn.

1962

February. The Oakland Board of Port Commissioners agrees to give 157 acres at the head of San Leandro Bay to the East Bay Regional Park District in exchange for 105 acres of parkland across the freeway, which the Port will donate to the city for a new Oakland-Alameda County Coliseum sports complex.

The swap will save Oakland taxpayers more than \$1 million. Meanwhile, the Port has provided 15 acres near Lake Merritt for the construction of a temporary stadium — Frank Youell Field — to house the city's new professional American Football League team, the Oakland Raiders. They have played their first two seasons in San Francisco.

June 30. Dudley Frost retires as executive director of the Port of Oakland. He is succeeded by Ben E. Nutter, who came to the Port as chief engineer in 1957 after serving as superintendent of public works



The Oakland-Alameda County Coliseum Complex.



Opening festivities, Oakland International Airport.

for the territory of Hawaii. Nutter has been assistant executive director of the Port — and a principal architect of its expansion — since 1959.

September 15. More than 500,000 people attend two days of air shows and ceremonies celebrating the opening of the new \$20 million

Metropolitan Oakland International Airport.

September 27. S.S. Elizabethport, the world's largest freighter, arrives at the Port of Oakland's Outer Harbor Terminal to inaugurate intercoastal containership operations by Sea-Land Service, Inc.

Stretched to 603 feet by the inser-



First container operations, Sea-Land terminal



tion of a 420-foot midbody, the converted tanker can carry up to 474 35-foot highway trailers. Sea-Land — a subsidiary of McLean Industries — has modified four ships and invested in a fleet of 5,000 trailers that “detach from their chassis to become giant shipping boxes.” The Port of Oakland has spent \$600,000 in turn to upgrade berths 8 and 9 to accommodate the line’s revolutionary operations.

“[This] marks a new milestone in low-cost ship transportation,” chairman Malcolm P. McLean tells 600 Oakland dignitaries on hand to welcome the ship. “Through the use of sealed trailers we are able to load and unload a vessel in one-

sixth the time of conventional ships. In addition, we have reduced the problems of damage and pilferage to a bare minimum and reduced handling costs from some \$24 per ton to \$4 per ton.” Because the ships are outfitted with two onboard gantry cranes, land-based lifting equipment is unnecessary, he points out.

1963

January. In an unprecedented ruling in response to the Port of Oakland’s complaint, the Civil Aeronautics Board permits airlines holding Bay Area authority to discuss scheduling and service to Metropolitan Oakland International

Airport among themselves, despite antitrust restrictions.

June 1. Trans World Airlines launches the first scheduled jet service at Metropolitan Oakland International Airport. To help fill the planes, the Port of Oakland initiates its own “Fly Oakland” telephone flight information service. When United adds north-south jet flights to TWA’s Chicago-New York service six days later, passenger traffic immediately surges 66 percent. June will be the busiest month at the airport since the end of the Korean War.

“The ability of our form of free enterprise and our form of government to cooperatively search for and find a sound method of solving

a worthy social and business need” has been demonstrated, CAB vice chairman Robert T. Murphy exclaims.

1965

January 5. Pacific Southwest Airlines kicks off Oakland service with 32 flights weekly to and from Los Angeles at a fare of \$11.43.

February. Kaiser Steel Co. occupies 20 acres of the abandoned Seventh Street mole — returned to the Port by the Southern Pacific Railroad at the end of its 50-year lease in 1961. Kaiser will fabricate and assemble outsize bridge components and oil drilling platforms there.

March. Sea-Land signs a 20-year agreement with the Port of Oakland for use of a 26-acre, two-berth terminal to be built by the Port in the Outer Harbor. It will be served by two shoreside gantry cranes. On a trade visit to Japan, Port executive director Nutter recruits Shoichi Kuwata, a retired board member and senior executive of Japan’s N.Y.K. Line, as Far East representative of the Port of Oakland.

June. With the recently formed three-county Bay Area Rapid Transit District preparing to sink a \$133 million tube beneath the Bay to carry high-speed commuter trains between Oakland and San Francisco, the Oakland Board of Port Commissioners approves an ingenious partnership.

In return for an easement to route the tube along Seventh Street,



Hovercraft



Southern Pacific mole, foot of Seventh Street.

through the old ferry mole the Port has inherited from the Southern Pacific Railroad, BART will demolish the crumbling structure, dike 140 acres of adjoining shallow water and fill the enclosure with all the rock, sand and gravel it must dispose of in excavating the system’s subway sections through downtown Oakland.

Atop the 5.3 million cubic yards of fill BART will thus provide, the Port of Oakland plans to create a sprawling peninsular marine terminal whose 12 berths will expand the Port’s capacity by 80 percent. The facility will feature deepwater quay berths served by gantry cranes, open yards for container storage and marshaling, with immediate mainline railroad

and highway accessibility. It will represent the most extraordinary commitment yet by a West Coast port to container operations — yet a venture experts predict could return 1.9 million tons of new cargo to Oakland annually by 1980. The Port hopes to finance the project through revenue bonds backed by agreements to use the facility from one or more steamship lines.

August 10. The nation’s first scheduled jet skimmer passenger service begins operation between Metropolitan Oakland International Airport and San Francisco International Airport. Two air cushion hovercraft cross the Bay at speeds of up to 80 miles per hour in a federally funded \$1.1 million



Princess Margaret (with roses) is welcomed by Mayor John Houlihan and Mrs. Houlihan. At right are Lord Snowdon and Edward G. Brown, Port Commission President, and Mrs. Brown.



U.S.S. Oakland held open house at Grove Street terminal, October, 1945.



demonstration project sponsored by the Port of Oakland. Some 13,600 travelers — including Great Britain's Princess Margaret — will be transported between the two airports during the one-year experiment.

October. Following five months of negotiations with a major Boston development firm, the Oakland Board of Port Commissioners decides not to sell the 700-acre Port Industrial Park. Studies suggest the Port can realize almost \$2 million more over the coming decade by developing the property itself. Indeed, in fiscal 1965, Port rental facilities have earned better than 2 1/2 times as much as marine terminals, offsetting an \$815,315 loss from airport operations.

Veterans Day. The 57-foot mast of the USS Oakland, now consigned to the breakers, is erected in front of the First And Last Chance Saloon.

1966

March. Galbraith's Golf Course, a 6,531-yard 18-hole public course operated by the Oakland Recreation Department, opens on 169 acres beneath the eastern approach to Oakland International Airport. Construction of the \$800,000 links has been funded by the Port through certificates of indebtedness.

April. San Francisco-based Matson Navigation Company signs a lease

for a 42-acre facility at the Port of Oakland's proposed Seventh Street Container Terminal — the pivotal first user commitment.

Adding to the elation of Port officials, the federal government, under the Economic Development Act of 1965, awards grants totaling \$22.8 million to the Port to seed an estimated 5,000 jobs. Some \$10.1 million are allocated to completion of the Seventh Street project, \$2.1 million to expand the Port of Oakland Industrial Park and \$10.6 million for construction of a jumbo-jet maintenance facility to be operated by World Airways at Oakland International Airport. Designed to stimulate employment opportunities in areas plagued by long-term joblessness, the grants require only a 40 percent repayment, spread over 40 years.

August 1. The Oakland Board of Port Commissioners sells \$4.5 million in revenue bonds to finance a \$2.7 million expansion of the Sea-Land terminal and erect a \$1 million headquarters building at Oakland International Airport for Trans International Airlines, the world's second largest supplemental carrier.

September 18. The Oakland-Alameda County Coliseum opens to 50,746 fans who see the Raiders lose 32-10 to the Kansas City Chiefs. The following year the Raiders will win the AFL championship, but lose to the Green Bay Packers in Super Bowl II.

The Fifth Decade

1967

March. "Radio Free Oakland," station KNEW, goes on the air from studios in the Port of Oakland building.

November. Hilton Hotels Corp. announces plans to construct a \$4 million, 300-room Hilton Inn on a 20-acre parcel in the Port of Oakland Industrial Park at Hegenberger Road and Doolittle Drive.

December. S.S. Oakland, a 685-foot containership operated by Sea-Land Service, departs the Port of Oakland for the company's newly completed terminal at Cam Ranh Bay, South Vietnam. The ship is one of six Sea-Land vessels supplying U.S. forces in Vietnam under a \$70 million two-year contract.

To serve the burgeoning traffic, the Port Commission agrees to install a third crane at the Sea-Land facility. The cost will be underwritten, along with air cargo terminal expansion, by a \$7.75 million revenue bond issue.

1968

January. Climaxing three years of critical negotiations with Japan's six major steamship companies, Port representative Kuwata persuades them to base their U.S. container operations at the Port of Oakland.

Japan Line, Kawasaki Kisen Kaisha ("K" Line), Mitsui O.S.K. Lines and Yamashita-Shinnihon Steamship Co. (YS Line) contract to occupy an 8-acre facility at the



At Tokyo signing of Oakland Container Terminal agreement were, left to right: M. Matsushita, Gen. Mgr., Liner Div., Japan Line; Y. Kikuchi, Asst. Gen. Mgr., Liner Div., K-Line; T. Kukita, Gen. Mgr., Liner Div., Y-S; Y. Yamakoshi, Managing Dir., Y-S; E. Akita, Managing Dir., Mitsui-OSK; T. Ogawa, Sr. Managing Dir., Japan Line; Oakland Mayor John Redding; H. Fukuda, President, Mitsui-OSK; Port Commission President Peter M. Tripp; H. Nagano, Managing Dir., K-Line; and R. Tamaki, Gen. Mgr., Planning, Mitsui-OSK.

Port's Seventh Street Terminal. N.Y.K. Line and Showa Line will share the Matson berths and yard.

Japanese maritime officials have become regular visitors to Oakland as they study container operations preparatory to a \$65 million investment in that nation's first cellular

ships, containers and handling equipment.

The "historic pact" — won against stiff competition from the Port of San Francisco — assures the economic viability of the West Coast's largest container facility, and justifies the Port's gamble in



S.S. Oakland

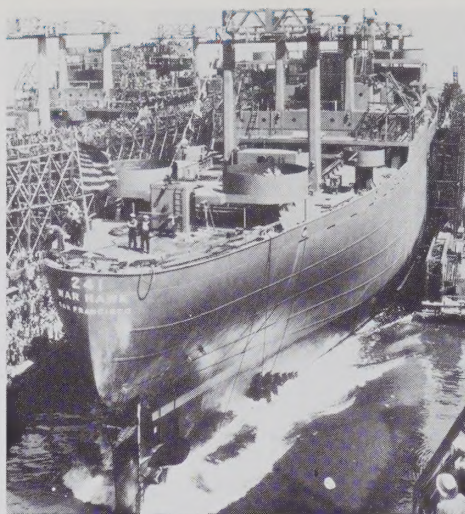
undertaking it “on spec.” Japanese trade is expected to increase Port of Oakland cargo volume by 1 million tons yearly, upping the forecast for Port container shipment volume in the year 1980 to 2.9 million tons.

April. The Oakland Board of Port Commissioners offers relief to the city treasury by paying the \$603,340 first installment toward retirement of 1953 airport development general obligation bonds. Ultimately the Commission will reimburse the city for all principal and interest ever paid from taxpayer funds for Port development, including the 1925 bond issue that created the modern Port of Oakland.

Noted landscape architect Lawrence Halprin unveils his plans for a 17-acre park the Port will groom with state funding assistance at the Estuary entrance of the Lake Merritt channel. Estuary Park will be tied to Jack London Square by a shoreline promenade.

November 9. Built to carry 736 twenty-foot containers (TEU), M.S. America Maru of Mitsui-O.S.K. Lines ties up at the Port of Oakland’s Seventh Street Terminal to inaugurate U.S.-Japan container trade through the Port of Oakland.

By year-end, the Port will have handled almost 4 million tons of cargo, some 39 percent of it containerized. The Port of Oakland has suddenly joined the top rank of world ports. Oakland’s 180 acres of container terminals are barely surpassed by New York’s, and its annual container tonnage now outpaces Rotterdam’s.



Launching of S.S. War Hawk at Moore Dry Dock., April, 1943.



Thomas L. Berkley

December. The Oakland Board of Port Commissioners agrees to purchase 53 acres of Estuary waterfront from the Oakland Dock & Warehouse Co. for \$3 million. Site of the old Moore yards, where more than 200 ships were launched between 1909 and 1949, the sagging piers and dilapidated buildings in Oakland’s Middle Harbor are slated for replacement by container terminals. Seatrain Lines acquires 32 adjacent acres from Union Carbide Co. as a base for its planned Oakland-Hawaii container operations.



Actor Eddie Albert joined expedition to locate the Jack London cabin in the Yukon.

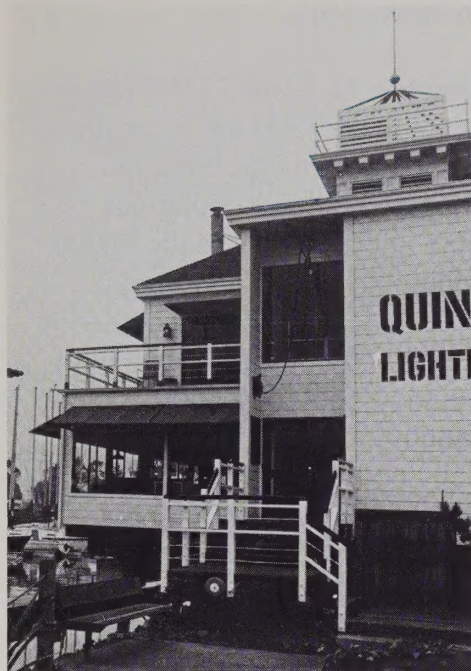
1969

February. The Oakland Board of Port Commissioners agrees to the \$18,000 purchase of half of a small log cabin recently discovered on remote Henderson Creek in Canada’s Yukon Territory. The signature of Jack London dated January 27, 1898 had been carved on a wall, suggesting that this was his dwelling during the Klondike Gold Rush. The Port will reconstruct the cabin on a site near Heinold’s First and Last Chance Saloon.

April 7. The Port of Oakland sells \$11 million in revenue bonds, the largest issue yet.

June. Under a city charter amendment passed the previous November, a sixth Oakland Port Commissioner is appointed — the Board’s first black member — attorney and publisher Thomas L. Berkley. The seventh seat authorized by the new charter provision is filled in October by general contractor Y. Charles Soda.

July 15. The containership Axel



Lighthouse finds new home

Johnson docks at Seventh Street Berth H to inaugurate container service between Oakland and Europe. Sweden's Johnson Line (which in 1972 will align with Blue Star and East Asiatic Lines to form Johnson ScanStar service) is the ninth ocean carrier to base container operations at the Port of Oakland. Paced by Sea-Land's 1 million tons annually, Oakland now handles the second largest volume of containers among ports of the world. Already, 11 years ahead of predictions, Oakland's 1969 container traffic exceeds 3 million tons.

1970

February. The Oakland Board of Port Commissioners sells Series H revenue bonds, a \$6 million issue.

May. A decommissioned Coast Guard lighthouse at the entrance to the Oakland Estuary is transported by marine crane to Embarcadero Cove, near Government Island.



The Axel Johnson

There it joins a collection of Victorian houses and an old railroad station to be converted as offices and restaurants on Port land by developer Don Durant.

August 1. An additional \$8.5 million in revenue bonds are sold by the Port, primarily to finance construction of the proposed

Middle Harbor Terminal.

September 28. United States Lines begins West Coast-Far East container service with the arrival of the 1,024-TEU American Astronaut at the Port of Oakland's new Seventh Street Terminal Berth I.

October. If equal airline service is accorded to all Bay Area airports,



The American Astronaut



The swinging A's

Oakland will serve the largest share of the region's air travelers, according to a study by the Association of Bay Area Governments. Some 29 million passengers will fly in and out of Oakland International annually by 1985, the forecast anticipates. San Francisco International will handle 24 million passengers a year and San Jose Municipal Airport 18 million.

November. Ryan, Marocco & Co. purchases 17.6 acres in the Port of Oakland Industrial Park for a 239,000-square-foot garden office complex — the biggest deal there yet.

1971

January. The Oakland Board of Port Commissioners agrees to purchase the Seatrain container terminal for \$20 million and lease it back to the line for an estimated annual payment of \$1.5 million.

April 3. Pacific Australia Direct Line introduces ro-ro service to the Port of Oakland with the arrival of M.V. Paralla. The ship features a

stern ramp that allows vehicles and motorized cargo-carriers to “roll on” and “roll off” the vessel directly.

October 9. A court injunction under the Taft-Hartley Labor Law ends a 100-day strike by the International Longshore Workers Union against the Pacific Maritime Association. The Port of Oakland loses an estimate 1 million tons of cargo as a result of the stoppage.

U.S. Transportation Secretary John Volpe dedicates the Oakland Airport Office Center, where a four-story Bank of America building and an eight-story Wells Fargo Bank tower now grace the Port's

Industrial Park.

October 22. Some 35,000 jubilant fans flock to Oakland International Airport to welcome home the Oakland Athletics, victorious over the Cincinnati Reds in the first of what will be three consecutive World Series championships — a feat only one other baseball team, the New York Yankees, has ever matched.

December. Sale of \$8.7 million in Series K revenue bonds refunds the previous \$8.5 million issue and saves the Port of Oakland some \$1.6 million in future interest payments.



MV Paralla

1973

January. A new 16,000-square-foot International Arrivals Building opens at Oakland International Airport. The facility is designed for customs and immigration processing of 500 passengers per hour.

February. The Oakland Board of Port Commissioners adopts an Affirmative Action Policy to promote equal employment opportunity for minorities at the Port — now 41 percent of the workforce. The Commission also requires contractors and subcontractors to include at least 50 percent minority workers in each craft on Port jobs within one year.

May 7. The cavernous George P. Miller Aircraft Maintenance Facility, built to accommodate up to four 747 or six DC-10 jumbojets simultaneously, is officially dedicated at Oakland International Airport. World Airways will use the facility to perform contract services for 14 airlines.

July. The 946-foot-long Sea-Land Galloway, the largest and fastest containership in the world, sets a new speed record for the 4,600-mile voyage from Japan to Oakland: five days, 20 hours and 34 minutes. The 33-knot vessel can carry up to 1,096 40-foot containers, and is one of four identical SL-7 class ships to be operated by Sea-Land on a continuous rotation between the Port of Oakland and the Far East.

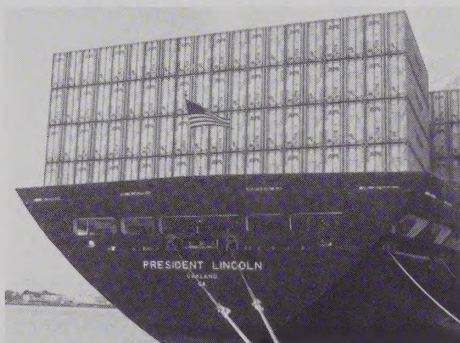
October 1. Federal Express, an all-cargo airline founded the previous year by a 28-year-old Memphis



At dedication were, left to right: Mayor John Redding, Port Commission President H. Boyd Gainor; Congressman George P. Miller; Edward J. Daly, President & CEO, World Airways.



An SL-7 containership at the Sea-Land Oakland terminal



An APL containership

entrepreneur, Fred Smith, establishes Bay Area headquarters at Oakland International Airport.

November 29. For the first time in 16 Christmas holiday seasons, no lights illuminate the towering evergreen and 100 smaller trees decorated by the Port in Jack London Square. The energy conservation measure is necessitated by the Arabian embargo on oil

exports to the United States.

1974

February. The Port of Oakland's 12th revenue bond issue since 1973 is sold to raise \$12.5 million for development of a container terminal in the Outer Harbor for the Japanese four-line consortium.

December. American President Lines signs an agreement to shift its container operations from San Francisco to a 45-acre, two-berth facility at the Port of Oakland's Middle Harbor Terminal. There APL will join Seatrain and United States Lines, moving from Seventh Street.

APL's 14 vessels are expected to

contribute 750,000 tons to Oakland's annual cargo volume — an \$80 million infusion for the East Bay economy. Sixteen months later, APL will also move its corporate offices from San Francisco to Oakland.

1975

May. United Parcel Service opens a 150,000-square-foot regional terminal in what is now designated Oakland Airport Business Park, occupying the first 25 acres of 200 master planned by the Port for air cargo distribution activities.

Edward J. Daly, the colorful founder and chairman of World Airways — headquartered at Oakland International Airport since 1956 — requests CAB authorization to begin scheduled daily non-stop DC-8 flights between Oakland and New York (Newark) and Washington, D.C. (Baltimore). The proposed one-way transcontinental fare will be an astonishing \$89.

The Oakland Board of Port Commissioners sells its largest revenue bond issue yet, the \$18.5 million Series M.

September 1. Jack London Village, a \$2 million complex of wood-sided restaurants and shops at the foot of Alice Street, is opened by Specialty Restaurants Corp. on two acres of land leased from the Port.

September 23. T.S. Adrian Maersk — vanguard of nine turbine-driven containerships built in a \$250 million Danish investment in containerized trans-Pacific service



T.S. Adrian Maersk



San Leandro Bay Regional Shoreline

— arrives at Maersk Lines' new base, the Port of Oakland. The 85-acre Middle Harbor Terminal, a \$35 million project, is now fully occupied.

1976

January. The Port of Oakland donates 135 acres of shoreline and 495 acres of San Leandro Bay to the East Bay Regional Park District for public recreational use. Valued at \$2.3 million, the property is leased to the Park District for \$1 a year. The Port maintains public viewing areas and parks at 16 locations throughout the waterfront.

April. Trans International Airlines and Saturn Airways, both headquartered at Oakland International Airport, merge to form the world's largest supplemental air carrier.

June. At the foot of Broadway in



Jack London Square, the Oakland Rotary Club donates a 1,176-square-foot bicentennial flag and a 125-foot steel shaft — the tallest free-standing flagpole in the West — to commemorate the nation's upcoming 200th birthday.

The Sixth Decade

1977

January. Kimono-clad Shinto priests bless the opening of Oakland's eighth major container terminal. The two-berth, 32-acre Outer Harbor facility has been built to handle the growing needs of the Japanese four-line consortium, whose ships — previously based at Seventh Street — now carry 40 percent of all U.S. West Coast-Japan container trade.

April 6. The Oakland Board of Port Commissioners petitions the Civil Aeronautics Board for an investigation of Oakland's "subservient treatment" by the nine airlines authorized to provide interstate service to Bay Area airports.

Although Oakland travelers represent up to 35 percent of the regional market, only 16 flights a day out-of-state are offered from Oakland International Airport by six carriers. The petition, supported by a number of cities including Atlanta and Denver, asks that Oakland be considered a separate destination from San Francisco and San Jose. It seeks removal of authority from carriers not choosing to serve a city so that others may provide it. Seven airlines support Oakland's petition.

July 1. Ben Nutter retires as Executive Director of the Port of Oakland. Walter A. Abernathy, 41-year-old Deputy Executive Director, is named to the post. Formerly a member of the Oakland Chamber of Commerce staff, Abernathy joined the Port in 1964 as Public Relations Director and became



Shinto ceremony, Oakland Container Terminal

assistant to the Executive Director in 1966.

The Port sells \$1.07 million in revenue bonds to buy two "Plane-Mate" mobile boarding vehicles for international charter passengers at Oakland International Airport. A new door-to-door van service, Oakland Air-BART, shuttles travelers between the airport terminal and the nearby Bay Area Rapid Transit Coliseum station.

September. The distinctive blue-hulled vessels of Maersk Line begin calling at the Port of Oakland's new 18-acre Berth 4 container facility in the Outer Harbor.

October. Dredging begins for \$4 million in improvements at Embarcadero Cove, where the Port will develop a 400-berth marina with state funding support.

1978

February. The Oakland Board of Port Commissioners approves a \$56.5 million master plan to expand Oakland International Airport, including addition of a second level to the passenger terminal,

extension of the jet runway to 12,500 feet and construction of a new baggage claim building. Nearly \$9 million will also be spent to upgrade general aviation structures and facilities at North Field.

June. The Commission trims \$900,000 from the Port's operating budget in response to the passage of California's Proposition 13. The cuts enable the Port to increase reimbursements to the city for services, helping to offset severe losses by local governments in property tax revenues.

November. The Port of Oakland raises \$20 million through sale of revenue bonds.

December 15. The Deregulation Act of 1978 — prompted by Oakland's petition to the CAB, World's application for low-fare transcontinental authority and similar initiatives — triggers the largest single-day increase in service ever recorded at Oakland International Airport. Braniff becomes the 11th carrier to serve the city, Hughes Airwest adds destinations and PSA flies outside

California — to Reno — for the first time.

On the waterfront, cargo volume for the year has broken the 10 million ton level, a new record. The Port has signed an 11-year lease with the U.S. Defense Department for two berths and 38 acres at the Oakland Army Base, to be designated along with contiguous port properties, the Bay Bridge Terminal to be used primarily for import steel cargoes and automobiles. And the Port has bought the last private marine terminal on the estuary, the venerable 16-acre Howard Terminal pier and yard, for \$3.3 million.

1979

April. After two years of delay, World Airways receives CAB permission to schedule daily flights between Oakland and Newark, Baltimore and Honolulu. World's \$194 transcontinental fare is immediately matched by other carriers — who raise their ticket prices to \$322 when a strike grounds World's DC-10s temporarily.

1980

February. Construction begins on a new \$1.3 million Executive Terminal at Oakland International Airport's North Field.

March. Sea-Land renews the lease on its 70-acre Oakland Outer Harbor facility through March, 2000. Fuel efficient diesel ships are replacing the huge SL-7s. The 745-foot D-9 vessels carry 839 35' and 40' containers and travel at a



Port principal engineer Paul Sorensen conducts class for visiting Chinese port personnel.



President Jimmy Carter aims water cannon at press from fireboat City of Oakland during tour of Port. To Carter's left is Mayor Lionel Wilson, Secret Service escort; to his right, Port Commission President Thomas Berkley, Executive Director Walter A. Abernathy.

slower 22 knots. But in a world of expensive oil, they are capable of two round trips between Oakland and the Far East without refueling.

April. Series Q revenue bonds, the 15th issue since 1957, bring \$35 million at a cost to the Port of 9 percent interest. This is the highest rate the Port may pay under the city charter, so anxious Commissioners — anticipating skyrocketing costs of money — seek and win elimination of the interest ceiling at the next general election.

May. The Port of Oakland is selected to educate port managers

from the People's Republic of China. Under a program instituted in 1978, more than 100 officials from 10 nations have attended management training courses at the Port of Oakland. The program has also resulted in the publication of a textbook on port operations considered the industry standard.

July 3. Air Force One lands at Oakland International Airport and President Jimmy Carter tours the waterfront. He lauds Oakland as the leading gateway for U.S. liner exports, noting that the Port "has been in the forefront in developing the means by which American

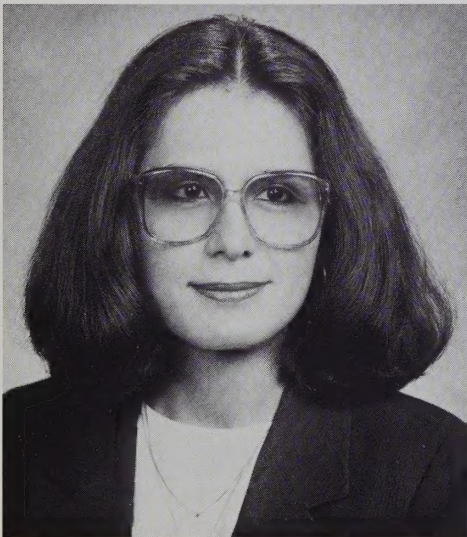
products can be transported efficiently and quickly to foreign markets.”

December. Equitec Financial Corp. announces it will erect a 12-story office building in the Oakland Airport Business Park. Three additional two-story office buildings and a 60,000-square-foot office-warehouse complex have been completed or are underway there, and the Oakland Hilton Inn is adding a \$9.5 million, 224-room tower. Land in the 320-acre park is now selling for \$7 per square foot, up from \$2.75 in mid-1978.

1981

January. Television station KTVU relocates to a new three-story studio at the foot of Oak Street in Jack London Square. The building occupies part of a 16-acre parcel acquired the previous year by the Port from Santa Fe Plaza Corp. for \$2.6 million.

July. Patricia Pineda, a corporate lawyer, becomes the first woman to serve as an Oakland Port Commissioner.



Patricia Pineda



KTVU

Completion of the \$28 million redevelopment of Outer Harbor Berths 5 and 6 creates an

past.

1983

April 1. Shoichi Kuwata retires to the honorary position of Port of Oakland senior advisor, Far East. Yamashita-Shinnihon Steamship Co. senior executive Kazumi Nagao is named new director, Far East. (The Port also maintains offices in Hong Kong, Seoul and Taipei, and is represented in Europe by the trading firm Van Omeren Rotterdam B.V. Domestic offices are located in Chicago, New York and Washington, D.C.)

A \$5 million fund-raising campaign is launched by local supporters to restore the Potomac, the 165-foot yacht used by President Franklin D. Roosevelt as his "floating White House." The historic presidential yacht has been acquired by the Port of Oakland at a government auction, and will ultimately be berthed as a public Roosevelt memorial at Jack London Square. Congress voted 2.5 million for the restoration project.

1984

Summer. More than 13,000 tons of heavy machinery cross Oakland's quays as Japan's Toyota Motors Corp. prepares to assemble autos in joint venture with General Motors Corp. at the \$450 million New United Motors Manufacturing Inc. plant in Fremont. Once in full production, NUMMI will import some 700 40-foot containerloads of parts each month through the Port of Oakland.

November 4. The Oakland Board of Port Commissioners sells \$85

million in Adjustable Convertible Extendable Securities (ACES) whose floating interest rate — set weekly — could save the Port more than \$2.5 million each year compared to fixed-rate revenue bonds.

1985

February. Hyundai Merchant Marine Co. signs a five-year agreement to use the Port of Oakland's Seventh Street Public Container Terminal, completing the roster of Korean-flag trans-Pacific container operators basing their services in Oakland. Cargoes carried by Hanjin Container Line, Korea Maritime Transport Co. (KMTC) and Korea Shipping Corp. now make that nation Oakland's

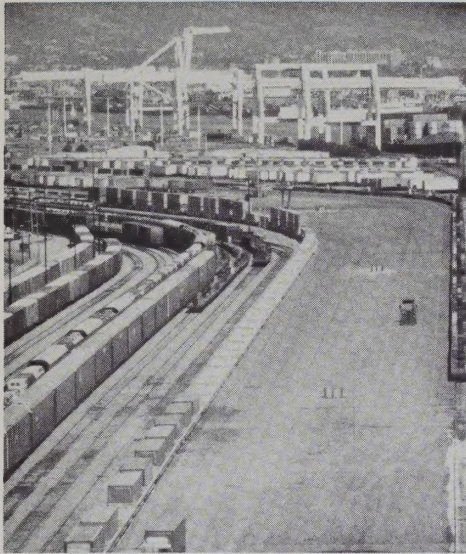
second largest trading partner after Japan.

April. The Oakland Board of Port Commissioners approves plans to construct a container on property recently acquired at Seventh Street. The \$38 million, 38-acre container facility known for planning purposes as the Carnation Terminal, reflective on the grain terminal to be removed from the site.

May 17. Lionel J. Wilson Terminal, named for the city's popular mayor since 1977, is dedicated at Oakland International Airport. The architecturally acclaimed \$16.3 million facility adds seven aircraft gates to OAK's existing 13, and with \$12 million in associated improvements expands the



The Hyundai Pioneer



Double-stack container train, Oakland intermodal yard, Union Pacific System.



Terminal 2

airport's capacity to 8 million passengers annually.

July 9. The first double-stack intermodal train to link the Bay Area and the Midwest pulls into the Union Pacific Railroad container yard in Oakland's Middle Harbor. Carrying 200 40-foot containers bound for the Far East, the two-tiered train is also the first to cross the Sierra via the Central Gateway acquired by UP through its merger with the Western Pacific and Missouri Pacific railroads in 1982.

1986

April. The Tripartite Group — Singapore's Neptune Orient Line (NOL), Hong Kong's Orient Overseas Container Line (OOCL) and Japan's Y-S Line — sign a five-year agreement to base their operations at the Port of Oakland Outer Harbor Container Terminal. The \$2.5 million per year minimum commitment means that over 90 percent of the Port's maritime revenues are earned from stable

long-term leases by 31 ocean carriers and terminal operators.

The Oakland Board of Port Commissioners approves a major reorganization of Port administration, creating a new top level Operating Committee and a Department of Strategic & Management Planning to orchestrate capital improvement outlays expected to total \$2 billion by the year 2000.

June 19. Ground is broken for a \$100 million beautification and reconstruction of Jack London Square. First-phase improvements in the blocks between Clay and Franklin streets will include underground parking for 300 autos, a landscaped central plaza, a second 1,000-car garage, new public observation piers and a "tidal staircase" on the estuary. Private developers will add a food pavilion, a 300-room high-rise hotel, 200,000 square feet of retail shops and a major office building that

will become new administrative headquarters for the Port of Oakland.

October. Congress authorizes a \$74 million dredging project to assure 21st century containership access to the Port of Oakland. A widened Outer Harbor channel and the Inner Harbor Channel will both be deepened to 42 feet at mean lower low water. But marking a new era in federal-local relations, ports are required share the cost of improving the nation's waterway system.

The Future

The march of progress continues unflagging at the Port of Oakland:

* In April 1987, one of the world's newest container carriers, West Germany's Senator Line, signed a long-term agreement expected to bring another 500,000 tons of cargo annually to the Port.

* Work is underway on a new 38-acre Carnation Container Terminal at Seventh Street.

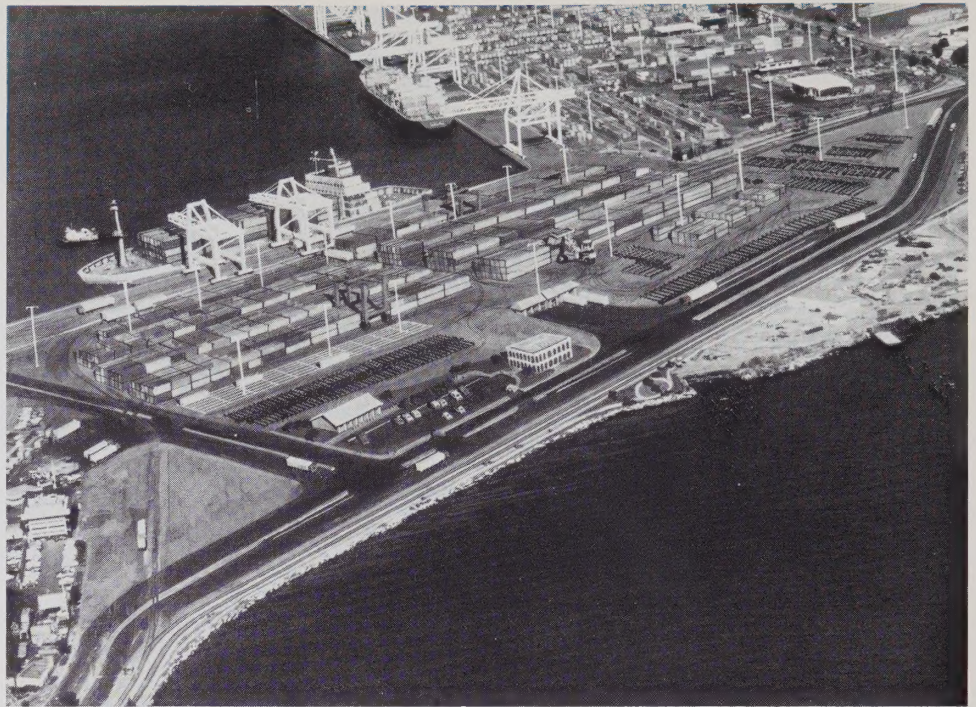
* The Port is negotiating to secure additional acreage for container and intermodal rail operations at the the Oakland Naval Supply center to support both port facilities and the supply center's mission.

* A new baggage claim building, rental car lot, expanded air cargo complex and ultimately a third passenger terminal are already on the drawing board for Oakland International Airport.

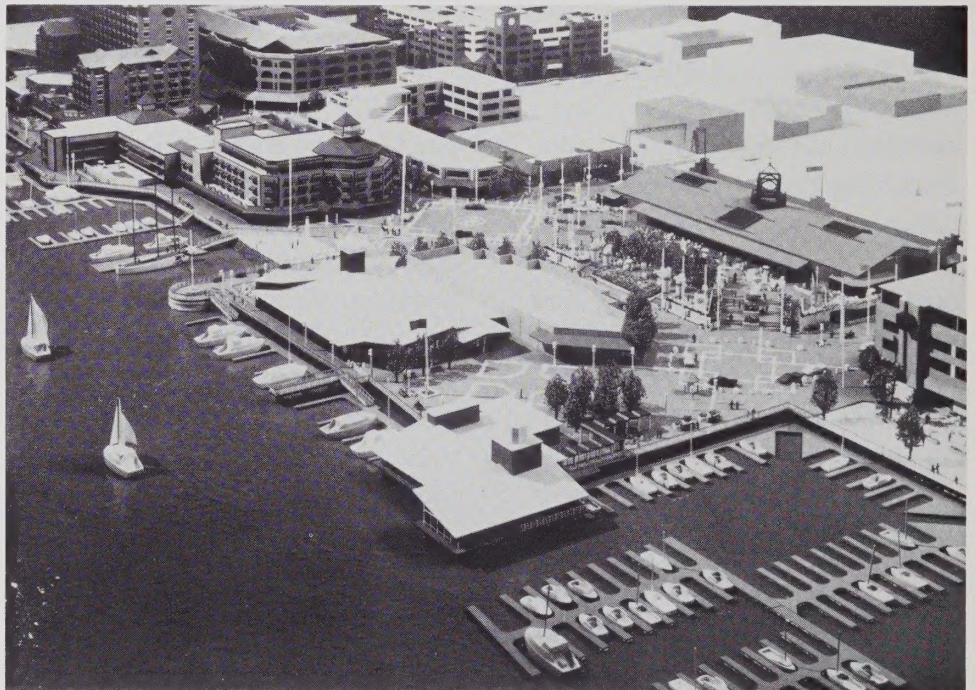
* Private investors will build the office, hotel and retail amenities valued at over \$100 million in a rejuvenated Jack London's Waterfront.

Altogether, the Oakland Board of Port Commissioners has budgeted \$186 million to enhance efficiency, service and earning capacity of Port facilities over the next four years.

Numbers, however, only hint at the human impact of this vast enterprise. More than 50,000 Oakland residents gain their livelihoods from Port-related business. About



Conceptual drawing, Carnation Terminal



Architectural model, Jack London's Waterfront

40 percent of them are minorities. And their average salary is \$20,000 a year. Throughout the Bay Area, \$1 billion in direct sales, \$400 million in wages and \$3 million in local taxes are generated each year by a thriving Port of Oakland.

What's more, the Port is perhaps the city's most visible facet — and

not just because of the looming container cranes that define the waterfront. Oakland International Airport, Jack London's Waterfront, and the bustling marine terminals have created an identity for the city. Throughout the world, in remote seaports as well as in financial capitals, people nod familiarly at the mention of Oakland.



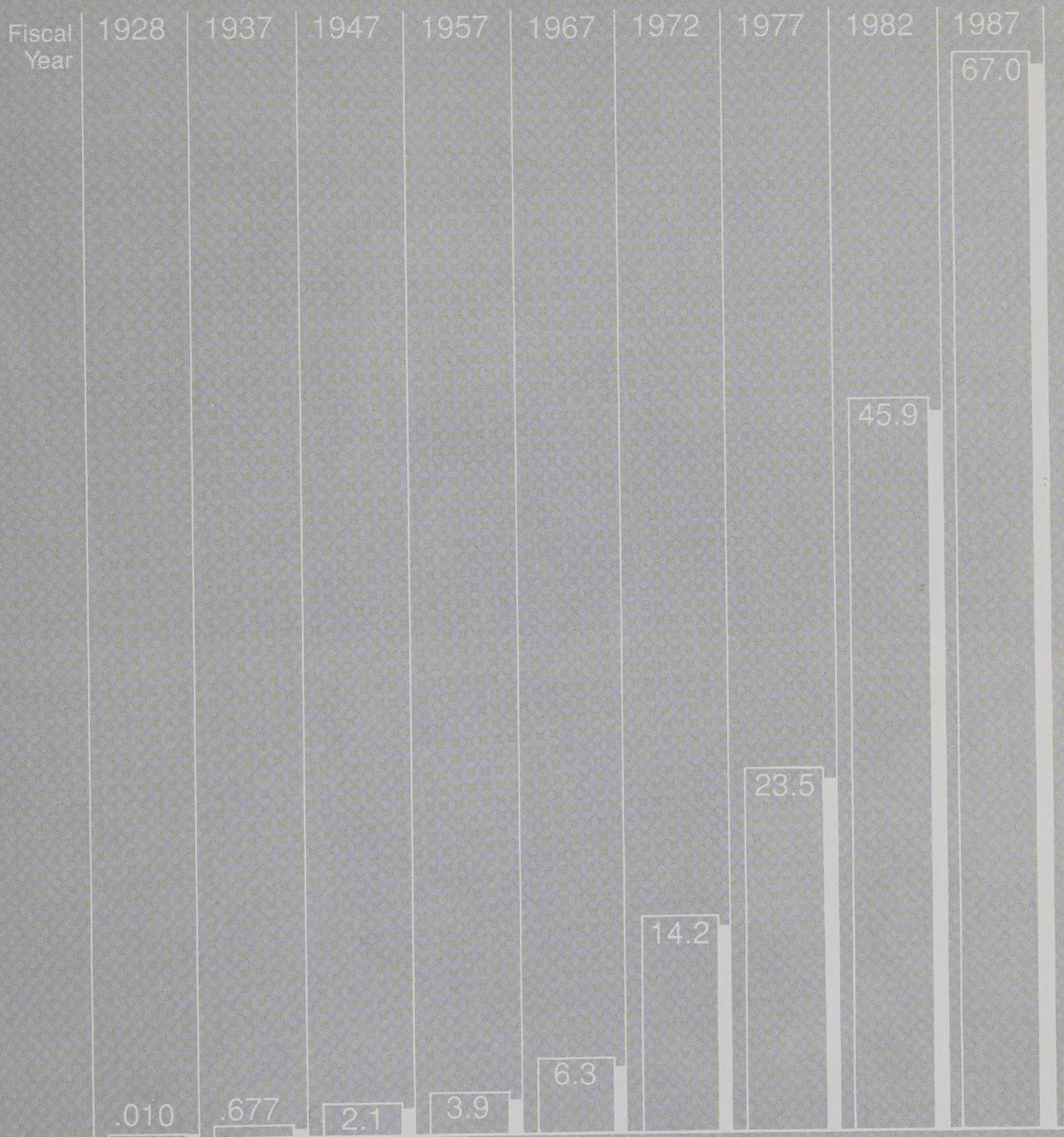
The Port is a source of pride to Oakland's citizens. The Oakland Board of Port Commissioners has demonstrated that responsiveness to community concerns and a commitment to social goals — equality of opportunity, environmental prudence — can be integral with business success.

Progress is not achieved without losses as well as gains. That theme is evident in the preceding chronicle. Flourishing enterprises founder as the competitive and economic environments change. New ventures spring up. The cycle of growth is revived.

The Port of Oakland faces difficult years — but a future of enormous promise as well. Building on 60 years of achievement, the Oakland Board of Port Commissioners looks to the next 60 with enormous confidence.



Port of Oakland
Annual Traffic in Millions of Revenue Tons

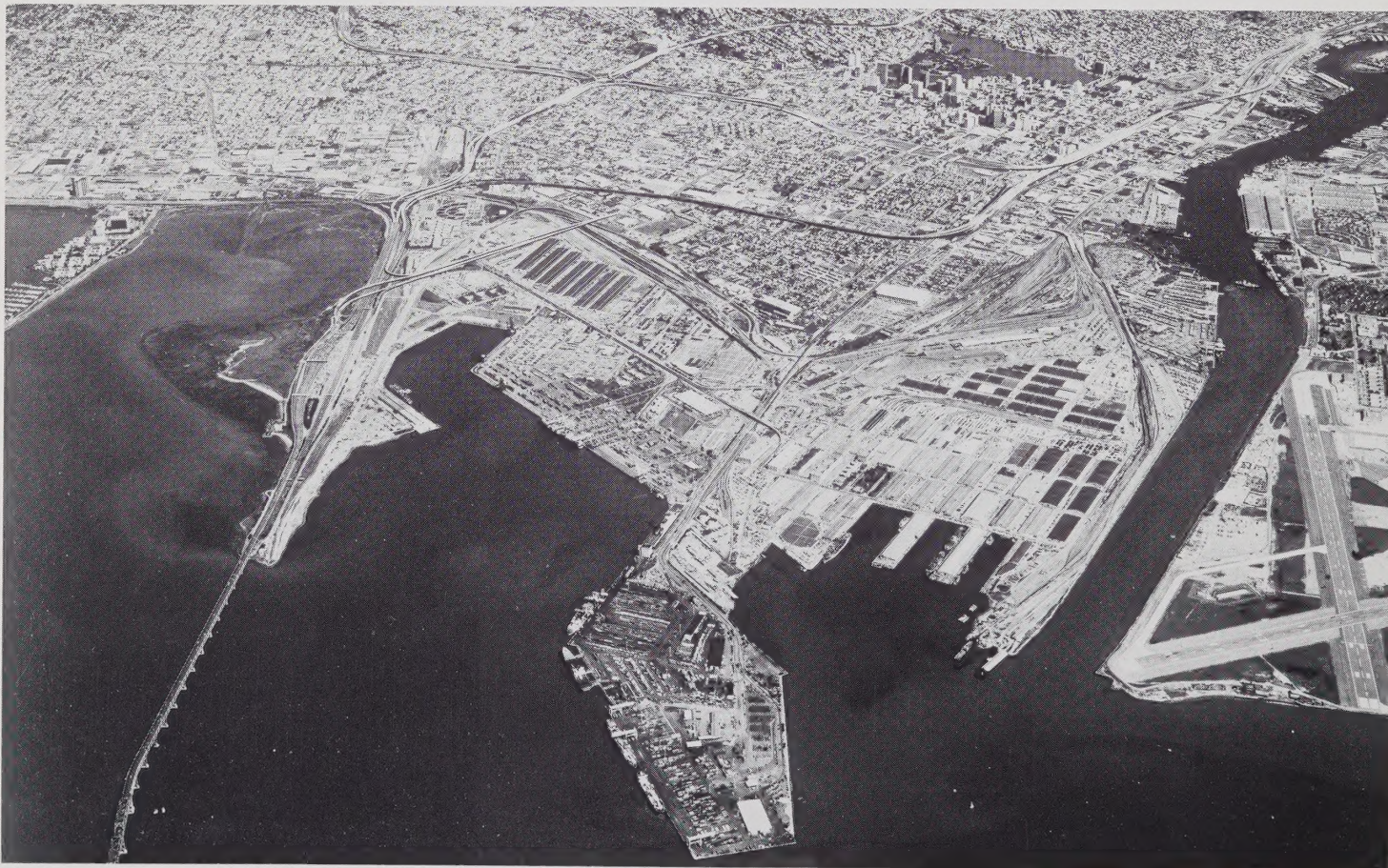


Port of Oakland
Operating Revenue

In Millions \$

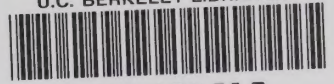


A view of the Port of Oakland in 1930



The Port of Oakland in 1987

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